



## **CITY MANAGER'S GENERAL FUND STRUCTURAL DEFICIT TASK FORCE**

### **INITIAL STRATEGY DEVELOPMENT**

Strategies were initially developed from the Task Force kick-off meeting on September 5, 2007. The Strategy listing has been supplemented by Management Partners after meeting with City staff on October 9<sup>th</sup>. The Strategy listing will continue to be supplemented based on input from City staff gained from individual interviews, research by Management Partners, focusing on industry best practices, and suggestions from the Task Force, the Mayor's BSAG and stakeholders.

Currently strategies are being organized by the following categories and sub-categories:

#### **A. Revenue Strategies**

1. Increase Tax Revenue
2. Assessments
3. Fees and Service Charges
4. Debt Instruments
5. Other Revenue Measures

#### **B. Service Delivery Model Changes**

1. Contracting Out
2. Civilianization
3. City Organizational Changes
4. Service Consolidation / Business Development
5. Process Streamlining / Automation to Reduce Labor Costs
6. Asset Management

#### **C. Expenditure Controls and Shifts**

1. Lower Growth in Salary and Benefit Costs
2. Shifts to General Fund
3. Change Application of Prevailing / Living Wage Requirements

#### **D. Service Reductions**

1. Reduce Any Staffing Currently Above that Required by MOU or Similar Past Practice
2. Eliminate Supplemental or Substitute Services (services provided to supplement those provided by primary / mandated service provider)
3. Eliminate Lower Priority Services

The strategies listing includes discrete policy changes under each sub-category. For example under the Revenue Strategies – Increase Tax Revenue the following potential policy changes are listed:

- a. Sales tax
- b. Transient occupancy tax
- c. Admissions / entertainment tax
- d. Business license taxes
- e. Payroll tax
- f. Parcel taxes

Each strategy will need to be analyzed to determine feasibility, relative benefit, and suitability for further study and consideration. The attached listing of the strategies includes a preliminary plan for completing this threshold analysis. This screening level of analysis will be based on staff interviews, review of previously developed information, benchmarking against comparable cities and State Controller's Report data, analysis of recently completed audits in similar settings and some issue specific research. This screening level analysis will result in development of a subset of strategies for further specific analysis. This level of analysis (Strategy Development) will assess such issues as fiscal impact, service impacts, time-frame, implementation considerations, implementation costs and overall cost benefit to the City.